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RJR Job description

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SALES REPRESENTATIVES:
RETAIL REP., SALES REP., TERRITORY REP., AREA SALES REP., SENIOR SALES REP.

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
Impacting the consumer and Retail and Wholesale	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
<ul style="list-style-type: none"> o SELLING: Ability to sell RJR programs and product to build the business. o DISTRIBUTION: Maximum brand representation of RJR products to maximize sales at the direct and retail level. o MERCHANDISING: Displaying of brands at the point-of-sale to obtain maximum product exposure to the consumer and presence at retail. o INVENTORY AND PRODUCT AVAILABILITY: Maintain availability of RJR brands based on current and anticipated customer demand; product must be readily available on a continuous basis. o POINT-OF-SALE ADVERTISING: Placing and maintaining POS material to support activities at retail and to ensure retail presence. o COVERAGE: Making sales calls on accounts that will impact our business with consumers at retail and wholesale. o ADMINISTRATION: Proper organization and handling of the various forms, reports and correspondence used by a sales representative. o CONDUCTS CONSUMER MISSIONS. 	<ul style="list-style-type: none"> o Planning: Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies. o Follow Through/Reliability: Demonstrating the ability to complete projects on an agreed upon and timely basis, willing to devote whatever time is necessary to complete job responsibilities. o Listening: Demonstrating attention to, and conveying understanding of the comments or questions of others. o Organizing: Scheduling and coordinating work; setting priorities; establishing efficient work procedures to meet objectives. o Oral Communications: Speaking effectively one-to-one and in groups; making effective presentations. o Written Communications: Writing clearly and effectively, using appropriate style, grammar and tone in informal and formal business communication. o Conflict Management: Bringing conflict or dissent into the open and using it productively to enhance the quality of decisions, arriving at constructive solutions while maintaining positive working relationships. 	<ul style="list-style-type: none"> o Can operate the Poqet computer. o Ability to analyze the following reports: <ul style="list-style-type: none"> - Distribution - ASM Profile - Coverage - Activity Summary o Ability to develop industry P-O-G's. o Utilizes professional selling skills (PSS). o Understands his/her role in empowerment. o Understands the use of the performance and career management process. 	<ul style="list-style-type: none"> o Understands/working knowledge of: <ul style="list-style-type: none"> - Robinson - Pactman Act - Distribution Channels - RJR/Competitive Brands - RJR/Competitive Contracts - Penny Profit o Resource Mgmt: Sound judgment in the use of all available resources, i.e.: <ul style="list-style-type: none"> - coupons - buy-downs - premiums - RJR contracts - programs such as "Focus" - pricing practices <p style="text-align: center;">PROGRESSION:</p> <ul style="list-style-type: none"> o Retail Rep o Sales Rep o Territory Rep o Area Sales Rep <p>o Progression based on experience, performance, and the following minimum criteria:</p> <ul style="list-style-type: none"> - ONE YEAR in current position - 90% rating on MBO's <p style="text-align: center;">SENIOR SALES REP</p> <ul style="list-style-type: none"> o Minimum 10 years as Area Sales Rep o 100% rating on MBO's the last THREE plans/years. 	<ul style="list-style-type: none"> o Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job. o Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china". o Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures. o Bias Toward Action: Demonstrating commitment to build a great enterprise, a well balanced sense of urgency, a passion for making decisions and driving for results, a healthy optimism for the business believing any problem can be solved, a "can do" attitude, stimulating a bias toward action in others. o Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others.

ENTRY LEVEL MANAGERS TRAINING AND DEVELOPMENT AND ASSISTANT DIVISION MANAGERS

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
Support/assist in managing Division Operations, through similar accountabilities as DM.	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
Personnel Development o Coaches, trains, develops and motivates Sales Reps. o Builds teamwork throughout Division. o Sets clear "planned" objectives with employees on w/w's, etc. o Effectively conducts and coaches performance and career mgmt. process. o Provides ongoing feedback with employees on performance and career. o Recruits the right person for the right job. Business Development o Can analyze pertinent reports/and take appropriate action and market conditions. o Develops and refines workplan. o Manages budgets effectively. o Evaluates plans and programs for maximum effectiveness. o Understands and can communicate Division team. Resource Manager o Effectively utilizes street and office time. o Ensures programs are implemented to their fullest potential. o Empowers and coaches employees vs. dictating everything.	o Organizing: Scheduling and coordinating work; setting priorities; establishing efficient work procedures to meet objectives. o Planning: Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies. o Follow Through/Reliability: Demonstrating the ability to complete projects on an agreed upon and timely basis, willing to devote whatever time is necessary to complete job responsibilities. o Listening: Demonstrating attention to, uncertainty. o Understands the use and o Coaching and Developing: Evaluating employees, providing performance feedback, & facilitating professional growth. o Oral Communication: Speaking effectively one-to-one and in groups, making effective presentations. o Written Communication: Writing clearly and effectively using appropriate style, grammar, and tone in informal and formal business communication. o Leadership, Style and Influence: Taking charge and initiating actions, directing activities toward the accomplishment of meaningful goals and commanding the attention and respect of others. o Conflict Management: Bringing conflict or dissent into the open and using it productively to enhance the quality of decisions, arriving at constructive solutions while maintaining positive working relationships.	o Financial & Quantitative Analysis: Drawing accurate conclusions from financial and numerical material and applying financial principles and numerical techniques to management problems. o Problem Analysis and Decision Making: Identifying problems; recognizing symptoms, causes, and alternative solutions; making timely, sound decisions even under conditions of risk and o Understands and Uses: - Account Development application of: - SIS - Business Information - SCP, Coupon Mgt. System o Ability to analyze the following division reports: - Distribution - Activity Summaries - Domestic Customer Analysis - Focus	o Working knowledge of: - Policy & Procedures - EEOC - RIS - HRIS - Coupon Tracking/ Redemption - Retail/Direct Accounts o Effective Time Management usage. o Knowledgeable of Training Programs, i.e. - SMART - ELMT o Understands and Uses: - Account Development - Business Planning - Negotiations - Time Management - MFM - OPW - PSS o Working knowledge of the following PC applications: - Penny PRO - Marlin - CAT PRO - AIM <div> <p>Note: The Entry Level Manager jobs are designed as a training ground for future positions. Thus, these are generally considered training assignments and not intended to be career positions.</p> </div>	o Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job. o Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china". o Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures. o Bias Toward Action: Demonstrating commitment to build a great enterprise, a well balanced sense of urgency, a passion for making decisions and driving for results, a healthy optimism for the business believing any problem can be solved, a "can do" attitude, stimulating a bias toward action in others. o Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others.

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**ENTRY LEVEL MANAGERS
TRAINING AND DEVELOPMENT AND ASSISTANT DIVISION MANAGERS**

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	
<ul style="list-style-type: none"> o Manages salary administration, local performance, and SIAP for Division. o Effective use of all available resources, i.e., manpower, materials, home office, and budgets. <p>Marketplace Expert</p> <ul style="list-style-type: none"> o Has a total understanding of marketplace dynamics. <ul style="list-style-type: none"> - Retail Calls - Business pockets - Direct/Chain - Special outlets, customers events - External - Competitive issues activities o Develops partnerships with customers; better understand their needs. <p>*May require overnight travel.</p>				

51850 0153

SPECIAL ACCOUNT MANAGER (ENTRY LEVEL MANAGER)

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
Similar accountabilities as CAM, but with lower volume accounts.	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
Business Analysis <ul style="list-style-type: none"> Analyze product sales/share and develop sound recommendations and action plans. Analyze relative contract spending to maximize RJR return. Identified chain outlets. Monitor pricing practices and effects. Monitor competitive activities; assess, and develop action plans. Conduct chain store surveys addressing the following. <ul style="list-style-type: none"> Pricing Merchandising/ Space Mgt. Positioning Promotion opportunities/effectiveness Profitability Competitive activities Profit Effective Selling <ul style="list-style-type: none"> Assist retailers to manage pricing that maximizes profits for all tiers (Penny Profit concept) Utilization of the following RJR tools to become the category professional to our customers <ul style="list-style-type: none"> Category Analysis Space Mgt. Category Profitability Penny PRO AIM RJR PRO Share RJR tool knowledge with other managers to build on category expertise and the profit effective selling culture. Category Expert <ul style="list-style-type: none"> Penetrate accounts for greatest impact as category management advisor 	<ul style="list-style-type: none"> Organizing: Scheduling and coordinating work; setting priorities; establishing efficient work procedures to meet objectives. Planning: Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies. Follow Through/Reliability: Demonstrating the ability to complete projects on an agreed upon and timely basis, willing to devote whatever time is necessary to complete job responsibilities. Listening: Demonstrating attention to, and conveying understanding of the comments or questions of others. Coaching and Developing: Evaluating employees, providing performance feedback, & facilitating professional growth. Oral Communications: Writing clearly and effectively, using appropriate style, grammar and tone in informal and formal business communication. Written Communications: Speaking effectively one to one and in groups; making effective presentations. Skills Usage: MFM, OPW, PSS Leadership, Style, and Influence: Taking charge and initiating actions, directing activities toward the accomplishment of meaningful goals and commanding the attention and respect of others. Conflict Management: Bringing conflict or dissent into the open and using it productively to enhance the quality of decisions, arriving at constructive solutions while maintaining positive working relationships. 	<ul style="list-style-type: none"> Financial & Quantitative Analysis: Drawing accurate conclusions from financial and numerical material and applying financial principles and numerical techniques to management problems. Problem Analysis and Decision Making: Identifying problems; recognizing symptoms, causes, and alternative solutions; making timely, sound decisions even under conditions of risk and uncertainty. Understands the use and application of: <ul style="list-style-type: none"> SIS SMS TPS, Pay Registers AIM - Marlin CAT PRO - Penny PRO RJR PRO Space Mgmt. 	<ul style="list-style-type: none"> Working knowledge of: <ul style="list-style-type: none"> Policy & Procedures EEOC RIS HRIS Effective Time Management usage. Understands and Uses: <ul style="list-style-type: none"> Account Development Business Planning Negotiations Industry P-O-G's/ contracts Lap Top Computer <div> <p>Note: The Entry Level Mgr. jobs are designed as a training ground for future positions. Thus, these are generally considered training assignments and not intended to be career positions.</p> </div>	<ul style="list-style-type: none"> Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job. Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china". Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures. Bias Toward Action: Demonstrating commitment to build a great enterprise, a well balanced sense of urgency, a passion for making decisions and driving for results, a healthy optimism for the business believing any problem can be solved, a "can do" attitude, stimulating a bias toward action in others. Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others.

51850 0154

SPECIAL ACCOUNT MANAGER (ENTRY LEVEL MANAGER)

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
Similar accountabilities as CAM, but with lower volume accounts.	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
<p>Category Expert (Continued)</p> <ul style="list-style-type: none"> o Develop strong alliances through Business Planning and strategy development o Provide unbiased, intelligent consultation, and recommendations o Leverage RJR programs such as Co-Marketing, Forsyth, and Value-Added for Win-Win2 results o Utilize account specific data and market trend information to become the preferred supplier <p>Communications</p> <ul style="list-style-type: none"> o Sell "time frames" to customers based upon plans build with RJR management team o Provide sufficient lead time to Field on the implementation of programs (ROU/Divisions) o Ensure clear and concise correspondence on chain programs o Inform Chain Account Manager on market conditions, competitive activities, promotion effectiveness and market trends in assigned chain accounts o Ensure "Best Practices" for shared learning and setting standards 				

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DIVISION MANAGER

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	TECHNICAL Functional Knowledge and Skills	BUSINESS Organization/Industry Knowledge and Skills	PERSONAL DIMENSIONS Attributes/ Interpersonal Skills
Personnel Development <ul style="list-style-type: none"> Coaches, trains, develops and motivates Sales Reps and Entry Level Managers. Builds teamwork throughout Division. Sets clear "planned" objectives with employees on w/w's, etc. Effectively conducts and coaches performance and career mgmt. process. Provides ongoing feedback with employees on performance and career. Recruits the right person for the right job. Business Development <ul style="list-style-type: none"> Can analyze pertinent reports/and take appropriate action and market conditions. Develops and refines workplan with/RSM. Manages budgets effectively. Evaluates plans and programs for maximum effectiveness. Understands and can communicate company objectives to Division team. Resource Manager <ul style="list-style-type: none"> Effectively utilizes street and office time. Ensures programs are implemented to their fullest potential. Empowers and coaches employees vs. dictating everything. 	<ul style="list-style-type: none"> Organizing: Scheduling and coordinating work; setting priorities; establishing efficient work procedures to meet objectives. Planning: Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies. Follow Through/Reliability: Demonstrating the ability to complete projects on an agreed upon and timely basis, willing to devote whatever time is necessary to complete job responsibilities. Listening: Demonstrating attention to, and conveying understanding of the comments or questions of others. Coaching and Developing: Evaluating employees, providing performance feedback, & facilitating professional growth. Oral Communication: Speaking effectively one-to-one and in groups, making effective presentations. Written Communication: Writing clearly and effectively using appropriate style, grammar, and tone in informal and formal business communication. Leadership, Style and Influence: Taking charge and initiating actions, directing activities toward the accomplishment of meaningful goals and commanding the attention and respect of others. Conflict Management: Bringing conflict or dissent into the open and using it productively to enhance the quality of decisions, arriving at constructive solutions while maintaining positive working relationships. 	<ul style="list-style-type: none"> Financial & Quantitative Analysis: Drawing accurate conclusions from financial and numerical material and applying financial principles and numerical techniques to management problems. Problem Analysis and Decision Making: Identifying problems; recognizing symptoms, causes, and alternative solutions; making timely, sound decisions even under conditions of risk and uncertainty. Understands the use and application of: <ul style="list-style-type: none"> SIS Business Information SCP, Coupon Mgt. System Ability to analyze the following division reports: <ul style="list-style-type: none"> Distribution Activity Summaries Domestic Customer Analysis Focus Understands and effectively uses: <ul style="list-style-type: none"> Focus Distributor Promotion coverage etc. 	<ul style="list-style-type: none"> Working knowledge of: <ul style="list-style-type: none"> Policy & Procedures EEOC RIS HRIS Retail/Direct Accounts Effective Time Management usage. Knowledgeable of Training Programs, i.e. <ul style="list-style-type: none"> SMART ELMT Understands and Uses: <ul style="list-style-type: none"> Account Development Business Planning Negotiations Time Management MFM OPW PSS Working knowledge of the following PC applications: <ul style="list-style-type: none"> Penny PRO - Marlin CAT PRO - AIM Effective in the use of the performance and career management process. 	<ul style="list-style-type: none"> Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job. Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china". Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures. Bias Toward Action: Demonstrating commitment to build a great enterprise, a well balanced sense of urgency, a passion for making decisions and driving for results, a healthy optimism for the business believing any problem can be solved, a "can do" attitude, stimulating a bias toward action in others. Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others.

DIVISION MANAGER

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	
<ul style="list-style-type: none"> o Manages salary administration, local performance, and SIAP for Division. o Effective use of all available resources, i.e., manpower, materials, home office, and budgets. Marketplace Expert <ul style="list-style-type: none"> o Has a total understanding of marketplace dynamics. <ul style="list-style-type: none"> - Retail Calls - Business pockets - Direct/Chain - Special outlets, customers events - External - Competitive issues activities o Develops partnerships with customers; better understand their needs. <p>*May require overnight travel.</p>				

**CHAIN ACCOUNT MANAGER
SENIOR ACCOUNT MANAGER**

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
Emphasis on activities that grow profitable volume and SOM (High Volume Accounts)	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
Business Analysis <ul style="list-style-type: none"> Analyze product sales/share and develop sound recommendations and action plans. Analyze relative contract spending to maximize RJR return. Identified chain outlets. Monitor pricing practices and effects. Monitor competitive activities; assess, and develop action plans. Conduct chain store surveys addressing the following. <ul style="list-style-type: none"> Pricing Merchandising/ Space Mgt. Positioning Promotion opportunities/effectiveness Profitability Competitive activities Profit Effective Selling <ul style="list-style-type: none"> Assist retailers to manage pricing that maximizes profits for all tiers (Penny Profit concept) Utilization of the following RJR tools to become the category professional to our customers <ul style="list-style-type: none"> Category Analysis Space Mgt. Category Profitability Penny PRO AIM RJR PRO Share RJR tool knowledge with other managers to build on category expertise and the profit effective selling culture. Category Expert <ul style="list-style-type: none"> Penetrate accounts for greatest impact as category management advisor 	<ul style="list-style-type: none"> Organizing: Scheduling and coordinating work; setting priorities; establishing efficient work procedures to meet objectives. Planning: Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies. Follow Through/Reliability: Demonstrating the ability to complete projects on an agreed upon and timely basis, willing to devote whatever time is necessary to complete job responsibilities. Listening: Demonstrating attention to, and conveying understanding of the comments or questions of others. Coaching and Developing: Evaluating employees, providing performance feedback, & facilitating professional growth. Oral Communications: Writing clearly and effectively, using appropriate style, grammar and tone in informal and formal business communication. Written Communications: Speaking effectively one to one and in groups; making effective presentations. Skills Usage: MFM, OPW, PSS Leadership, Style, and Influence: Taking charge and initiating actions, directing activities toward the accomplishment of meaningful goals and commanding the attention and respect of others. Conflict Management: Bringing conflict or dissent into the open and using it productively to enhance the quality of decisions, arriving at constructive solutions while maintaining positive working relationships. 	<ul style="list-style-type: none"> Financial & Quantitative Analysis: Drawing accurate conclusions from financial and numerical material and applying financial principles and numerical techniques to management problems. Problem Analysis and Decision Making: Identifying problems; recognizing symptoms, causes, and alternative solutions; making timely, sound decisions even under conditions of risk and uncertainty. Understands the use and application of: <ul style="list-style-type: none"> SIS SMS TPS, Pay Registers AIM - Martin CAT PRO - Penny PRO RJR PRO Space Mgmt. 	<ul style="list-style-type: none"> Working knowledge of: <ul style="list-style-type: none"> Policy & Procedures EEOC RIS HRIS Effective Time Management usage. Understands and Uses: <ul style="list-style-type: none"> Account Development Business Planning Negotiations Industry P-O-G's/ contracts Lap Top Computer Effective use of the performance and career management process. <div> PROGRESSION TO SR CAM: <ul style="list-style-type: none"> Minimum 3 years as CAM 100% achievement on MBO's the last 3 plans/years. </div>	<ul style="list-style-type: none"> Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job. Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china". Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures. Bias Toward Action: Demonstrating commitment to build a great enterprise, a well balanced sense of urgency, a passion for making decisions and driving for results, a healthy optimism for the business believing any problem can be solved, a "can do" attitude, stimulating a bias toward action in others. Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others.

**CHAIN ACCOUNT MANAGER
SENIOR ACCOUNT MANAGER**

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
Emphasis on activities that grow profitable volume and SOM.	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
<p>Category Expert (Continued)</p> <ul style="list-style-type: none"> o Develop strong alliances through Business Planning and strategy development o Provide unbiased, intelligent consultation, and recommendations o Leverage RJR programs such as Co-Marketing, Forsyth, and Value-Added for Win-Win2 results o Utilize account specific data and market trend information to become the preferred supplier <p>Communications</p> <ul style="list-style-type: none"> o Sell "time frames" to customers based upon plans build with RJR management team o Provide sufficient lead time to Field on the implementation of programs (ROU/Divisions) o Ensure clear and concise correspondence on chain programs o Inform Regional Manager on market conditions, competitive activities, promotion effectiveness and market trends in assigned chain accounts o Ensure "Best Practices" for shared learning and setting standards <p>Personnel Development</p> <ul style="list-style-type: none"> o Effectively train, motivate and coach SAM's/secretaries o Serve as a resource to Division personnel o Conduct performance and career management process <p>FN:AVCACCTMGR.XLS</p>	<p>6910 05815</p>	<p>Page 2</p>		<p>10/6/94</p>

REGION BUSINESS MANAGER

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
<p>Budgets and Profitability:</p> <ul style="list-style-type: none"> Analyze and communicate to Division Management Region Contribution Statement Status Develop/prepare Budget Tracking Reports Drive financial training for Sales Management on an ongoing basis Assist in developing action plans to increase profitability at Division, Chain, and Acct. level Assist in developing plans to manage costs <p>Financial Controls:</p> <ul style="list-style-type: none"> Periodic analysis of draft payments and coupon activities Assess pricing impact vs. profitability procedures Periodic review of expenses/pay register; compliance with policies <p>Business Trends:</p> <ul style="list-style-type: none"> Analyze RJR and competitive pricing trends (GAP Analysis) within Region, provide recommendations Assess pricing impact vs. profitability Analyze volume and share of market trends and identify opportunities Assist in development of market strategy Evaluate competitive actions/response Develop guidelines for on-going review of activity reporting, e.g., coverage, distribution, etc. Assist/train DMs on use of key management reports Monitor and evaluate Focus Program - provide recommendations <p>Promotions:</p> <ul style="list-style-type: none"> Assess promotion effectiveness and sharing of best practices Analyze utilization of coupon values and quantities - provide recommendations Track and communicate coupon budgets - status Determine consistency with strategic guidelines Provide input to local promotion development Assist in development of Market Implementation (Tactical) Plans Evaluate plan implementation - provide recommendations Assess plan impact on manpower requirements <p>REGBSMGR.XLS</p>	<p>Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills</p> <ul style="list-style-type: none"> Organizing: Scheduling and coordinating work; setting priorities; establishing efficient work procedures to meet objectives Planning: Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies. Follow Through/Reliability: Demonstrating the ability to complete projects on an agreed upon and timely basis, willing to devote whatever time is necessary to complete job responsibilities. Listening: Demonstrating attention to, and conveying understanding of the comments or questions of others. Coaching and Developing: Evaluating feedback, & facilitating professional growth. Oral Communication: Speaking effectively one-to-one and in groups, making effective presentations. Written Communication: Writing clearly and effectively using appropriate style, grammar, and tone in informal and formal business communication. Leadership, Style and Influence: Taking charge and initiating actions, directing activities toward the accomplishment of meaningful goals and commanding the attention and respect of others. Conflict Management: Bringing conflict or dissent into the open and using it productively to enhance the quality of decisions, arriving at constructive solutions while maintaining positive working relationships. Persuasive communicator with Seniors/peers.....not afraid to "tell it like it is." 	<p>Functional Knowledge and Skills</p> <ul style="list-style-type: none"> Has working knowledge of and can use office computer. Working knowledge of the following: <ul style="list-style-type: none"> Mainframe Systems <ul style="list-style-type: none"> AIM - Analect MARLIN - SIS/BIS BPE - MEI MMS PC Applications <ul style="list-style-type: none"> MRS - CAT PRO Tool Kit Windows applications Ability to analyze the following reports: <ul style="list-style-type: none"> Region Contribution Statement Distribution Activity Summaries Domestic Customer Analysis ASM Profile Selling Expense Reports Coupon Spending Reports Promoted volume reports Workplan/manpower model Financial & Quantitative Analysis: Drawing accurate conclusions from financial and numerical material and applying financial principles and numerical techniques to management problems 	<p>Organization/Industry Knowledge and Skills</p> <ul style="list-style-type: none"> Field experience helpful, but not required. Understands/Working knowledge of: <ul style="list-style-type: none"> Robinson Pactman Act Distribution channels RJR/Competitive brands RJR policies & procedures Understands and uses: <ul style="list-style-type: none"> Time Mgmt. Can analyze: <ul style="list-style-type: none"> Industry plan-o-grams Merchandising proposals Profitability analysis Has marketing savvy Knows how to execute & make things happen 	<p>Attributes/Interpersonal Skills</p> <ul style="list-style-type: none"> Analytical and numerate. Fast learner. Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china" Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures Bias Toward Action: Demonstrating commitment to build a great enterprise, a well balanced sense of urgency, a passion for making decisions and driving for results, a healthy optimism for the business believing any problem can be solved, a "can do" attitude, stimulating a bias toward action in others Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others

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REGION BUSINESS MANAGER

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
Merchandising: <ul style="list-style-type: none"> o Assist in allocation and tracking of merchandising spending o Help develop plans to address merchandising opportunities and share Best practices o Spending analyses by account and carton o Analyze specific chain proposals o Assist in evaluation of fixturing costs by account o Coordinate distribution of competitive proof sources o Evaluate competitive merchandising actions and responses, provide recommendations 	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills <ul style="list-style-type: none"> o Problem Analysis and Decision Making: Identifying problems; recognizing systems, causes, and alternative solutions; making timely, sound decisions even under condition of risk and uncertainty o Basic Technical Skills: <ul style="list-style-type: none"> - Costs and business economics - Financial statements - Marketing analyses 	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills

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REGION OPERATIONS MANAGER

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
<ul style="list-style-type: none"> Manages overall business process <ul style="list-style-type: none"> Personnel Administration <ul style="list-style-type: none"> Process Mail Input new hire paperwork PAF/HRIS maintenance Field Mgrs/Reps Admin Support Sales Materials/Logistics <ul style="list-style-type: none"> Order and monitor fixtures Handle supply requests Handle vehicle administration Oversees warehouse Retail Promotions/Logistics <ul style="list-style-type: none"> Coordinate value added Coordinate/communicate promotions Monitors promotion execution Oversees goal maintenance Oversees CMS Systems <ul style="list-style-type: none"> Performs 7101 entry Adjust and approve pay register Provide SIS reports Request vouchers Reconciles draft errors Development of administrative coords. <ul style="list-style-type: none"> Business process training One-on-one coaching Team building Plans and implements region level recruiting process <ul style="list-style-type: none"> Solicit Screen Interview Coordinate training with home office. <ul style="list-style-type: none"> PSS SMART SMDP Technical HRIS Lease Management <ul style="list-style-type: none"> Division Offices Region Offices 	<ul style="list-style-type: none"> Delegation: Can effectively delegate responsibilities and projects. Organizing: Scheduling and coordinating work; setting priorities; establishing efficient work procedures to meet objectives. Planning: Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies. Follow Through/Reliability: Demonstrating the ability to complete projects on an agreed upon and timely basis, willing to devote whatever time is necessary to complete job responsibilities. Listening: Demonstrating attention to, and conveying understanding of the comments or questions of others. Coaching and Developing: Evaluating employees, providing performance feedback, & facilitating professional growth. Oral Communication: Speaking effectively one-to-one and in groups, making effective presentations. Written Communication: Writing clearly and effectively using appropriate style, grammar, and tone in informal and formal business communication. Leadership, Style and Influence: Taking charge and initiating actions, directing activities toward the accomplishment of meaningful goals and commanding the attention and respect of others. Conflict Management: Bringing conflict or dissent into the open and using it productively to enhance the quality of decisions, arriving at constructive solutions while maintaining positive working relationships. 	<ul style="list-style-type: none"> Has working knowledge of & can use an office computer. Understands the use and application of: <ul style="list-style-type: none"> SIS - SMS SES - TPS ASM - PDS PAF HRIS Sales Personnel System Business Information SCP, Coupon Mgt. System Problem Analysis and Decision Making: Identifying problems; recognizing symptoms, causes, and alternative solutions; making timely, sound decisions even under condition of risk and uncertainty. 	<ul style="list-style-type: none"> Field experience helpful, but not required. Working knowledge of: <ul style="list-style-type: none"> Policy & procedures EEOC RIS HRIS Coupon Tracking/Redemption Retail/Direct accounts Robinson Patman Act Distribution channels RJR/Competitive brands Knowledgeable of Training Programs, i.e.: <ul style="list-style-type: none"> SMART PSS ELMT Understands and uses: <ul style="list-style-type: none"> Time management Knowledgeable of home office contacts (Who to call on what matters). Understands business process: <ul style="list-style-type: none"> Administration/communication Information dissemination Promotion staging Sales support materials Systems support 	<ul style="list-style-type: none"> Detail oriented and organized. Self-starter/self directed. Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job. Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china." Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures. Bias Toward Action: Demonstrating commitment to build a great enterprise, a well balanced sense of urgency, a passion for making decisions and driving for results, a healthy optimism for the business believing any problem can be solved, a "can do" attitude, stimulating a bias toward action in others. Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others.

2910 05815

REGIONAL SALES MANAGER

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
Manage profitable volume and grow SOM, with people development emphasized.	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
Personnel Development <ul style="list-style-type: none"> o Coach, train, and develop direct report management team. o Sets clear "planned" objectives for work-withs and market visits. o Identifies candidates and ensures open discussion on succession planning within Region. o Effectively conducts and coaches performance and career management process. o Provides ongoing feedback with employees throughout the year on performance and where they stand. o Is resource for first step in handling corrective actions within Region. Resource Management <ul style="list-style-type: none"> o Understands and communicates Company strategies and plans to management team. o Demonstrates problem identification/solving to and with management team. o Serves as a resource for tactical planning, analyzing business drivers, and resource utilization. o Builds alliances with direct/chain customers and RJR internal departments. o Manages salary administration, local performance, and SIAP for Region. 	<ul style="list-style-type: none"> o Organizing: Scheduling and coordinating work; setting priorities; establishing efficient work procedures to meet objectives. o Planning: Setting goals and developing strategies and schedules for meeting those goals; anticipating obstacles and defining alternative strategies. o Follow Through/Reliability: Demonstrating the ability to complete projects on an agreed upon and timely basis, willing to devote whatever time is necessary to complete job responsibilities. o Listening: Demonstrating attention to, and conveying understanding of the comments or questions of others. o Coaching and Developing: Evaluating employees, providing performance feedback, & facilitating professional growth. o Oral Communication: Speaking effectively one-to-one and in groups, making effective presentations. o Written Communication: Writing clearly and effectively using appropriate style, grammar, and tone in informal and formal business communication. o Leadership, Style and Influence: Taking charge and initiating actions, directing activities toward the accomplishment of meaningful goals and commanding the attention and respect of others. o Conflict Management: Bringing conflict or dissent into the open and using it productively to enhance the quality of decisions, arriving at constructive solutions while maintaining positive working relationships. 	<ul style="list-style-type: none"> o Financial & Quantitative Analysis: Drawing accurate conclusions from financial and numerical material and applying financial principles and numerical techniques to management problems. o Problem Analysis and Decision Making: Identifying problems; recognizing symptoms, causes, and alternative solutions; making timely, sound decisions even under conditions of risk and uncertainty. o Understands the use and application of: <ul style="list-style-type: none"> - SIS - Business Information - SCP o Ability to analyze the following division reports: <ul style="list-style-type: none"> - Distribution - Activity Summaries - Domestic Customer Analysis - Focus - Region Contribution Statement o Understands and effectively uses: <ul style="list-style-type: none"> - Focus - Distributor Promotion Coverage - Etc. 	<ul style="list-style-type: none"> o Working knowledge of: <ul style="list-style-type: none"> - Policy & Procedures - EEOC - RIS - HRIS - Retail/Direct Accounts o Effective Time Management usage. o Knowledgeable of Training Programs, i.e. <ul style="list-style-type: none"> - SMART - Division Management o Understands and Uses: <ul style="list-style-type: none"> - Account Development - Business Planning - Negotiations - Time Management - MFM - OPW - PSS o Working knowledge of the following PC applications: <ul style="list-style-type: none"> - Penny PRO - Marlin - CAT PRO - AIM o RJR tools and applications o Effective in the use of the performance and career management process 	<ul style="list-style-type: none"> o Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job. o Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china". o Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures. o Bias Toward Action: Demonstrating commitment to build a great enterprise, a well balanced sense of urgency, a passion for making decisions and driving for results, a healthy optimism for the business believing any problem can be solved, a "can do" attitude, stimulating a bias toward action in others. o Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others.

E910 05815

REGIONAL SALES MANAGER

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	
Business Planner/Analyst <ul style="list-style-type: none"> o Develop and refine workplan with DM's and CAM's. o Manages financial resources and allocates appropriately. o Prioritizes accounts for new/ existing programs. o Evaluates and refines plans with management team in the following areas: <ul style="list-style-type: none"> - Priority planning - Merchandising - Execution - Promotions - Manpower - Budgets o Effectively plans and allocates based on business opportunity and evaluates program effectiveness. General Manager <ul style="list-style-type: none"> o Oversees all functions of Region Operating Unit while relying on management team to be "expert" resources. o Coaches and empowers management team to identify alternatives and make recommendations on business issues/ programs. o Effectively utilizes all outside resources: Home Office, Field Offices, ROU, etc. <p>*Requires overnight travel.</p>				

51850 0164

FIELD SALES SECRETARY

JOB RESPONSIBILITIES	PROFESSIONAL/MANAGERIAL	TECHNICAL	BUSINESS	PERSONAL DIMENSIONS
	Communications, Field Relationships, Leadership, Interpersonal Knowledge and Skills	Functional Knowledge and Skills	Organization/Industry Knowledge and Skills	Attributes/ Interpersonal Skills
<ul style="list-style-type: none"> o Receives, opens, sorts and distributes mail, answering and initiating over Management's signature any routine correspondence to Division, Region or other Company Management personnel. o Takes and transcribes dictation, types letter, trip reports and various other memoranda and reports via word processing on PC o Receives telephone calls. Gives information to callers or routes calls to appropriate persons; and places outgoing calls. Relays messages from supervisor to subordinates as instructed, etc. Schedules appointments and reservations such as airline and hotel, and meetings as directed. o Greets visitors, determines nature of business, and directs visitors to appropriate person. o Checks, posts and files various types of correspondence, reports and records o Performs general administrative and other clerical duties in office. o Maintains a physical inventory of office supplies, etc. o Proficient and/or experienced with office computer applications. 	<ul style="list-style-type: none"> o Effectively organizes, monitors, and follows-through in the following areas: <ul style="list-style-type: none"> - Reports (i.e. Expenses, Weekly/Monthly/Quarterly reports) o Customer request. o Proper planning and establishment of timely priorities. o Indicates ideas/offers recommendations to improve effectiveness and efficiency of job accountabilities and office functions. o Telephone manners are professional, pleasant, and performed without wasted time. o Oral and written communications are timely, concise, and clearly understood. o Maintains a high level of confidentiality and integrity in job performance. o Consistently punctual. o Efficiently coordinates all office functions in absence of management. o Maintains professional image. o Listening: Demonstrating attention to and conveying understanding of comments or questions of others. o Follow Through/Reliability: demonstrating the ability to complete projects on an agreed upon and timely basis. o Maintains security of office and files (personal, confidential, & departmental) in absence of superior. Assembles and submits relevant data from files as requested or needed. 	<ul style="list-style-type: none"> o Consistently performs the following tasks efficiently: <ul style="list-style-type: none"> - Typing/Word Processing - Grammatical Usage - Record Maintenance, Filing - Shorthand/Speedwriting o Proficient with the use of: <ul style="list-style-type: none"> - Office computer programs: <ul style="list-style-type: none"> * SIS, SES, SMS, LRS, TPS, PAS o Windows and component applications such as: <ul style="list-style-type: none"> - Word - Excel - Power Point o Working knowledge of custom RJR applications such as: <ul style="list-style-type: none"> - CAPS (computer assisted presentations) - Data Grabber - Gross Net - Category Analysis - Micro Soft Mail - AIM 	<ul style="list-style-type: none"> o Has a complete understanding and working knowledge of the following: <ul style="list-style-type: none"> - Procedures and systems associated with the job - Individual contacts (who to call on what matters) - Company business and Sales Office operation - Sales Department policies and procedures - HRIS, RIS - EEOC - Direct Account order procedures - Identification of competitive companies - Coupon management system 	<ul style="list-style-type: none"> o Personal Motivation: Displaying a high energy level, working hard to get things done, and seeking increased responsibility on the job. o Openness to Change: Willing to promote and adapt to change; demonstrating commitment to the organization; wanting to see the organization succeed; understanding the effort required to make sustainable, meaningful change; willing to "break china". o Personal Adaptability: Responding appropriately and competently to the demands of work challenges when confronted with changes, ambiguity, and adversity or other pressures. o Interpersonal Skills: Developing and maintaining smooth, cooperative working relationships with customers, peers, and superiors; showing awareness of, and consideration for the opinions and feelings of others.